Army Reorganization Issue

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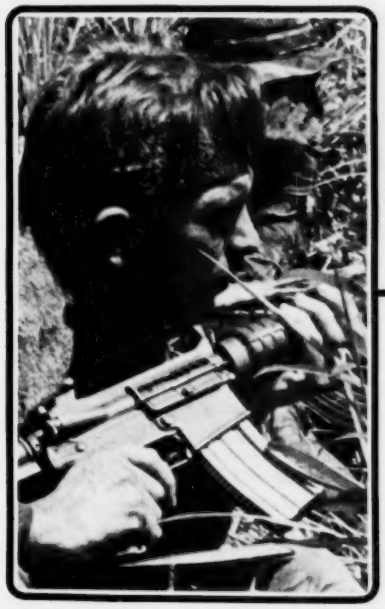

'Modernize, Reorient & Streamline'
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'Modernize, Reorient, Streamline'

Army Reorganization Plan Announced

On January 11, Secretary of the Army Robert F. Froehlke and General Creighton W. Abrams, Army Chief of Staff, announced a series of major actions designed to modernize, reorient, and streamline the Army's organization within the Continental United States (CONUS). Although improved efficiency is the main purpose of the plan, the actions will result in annual savings of approximately $190 million when completed—and a total of approximately $1 billion over a five-year period.

The plan is the result of a special study, announced by Secretary Froehlke in April 1972 and headed by Major General James G. Kalergis. The plan is designed to improve readiness, training, the materiel and equipment acquisition process, and the quality and responsiveness of management and better support for the soldier in an era of constrained personnel and budget resources. It is estimated that the bulk of the plan will be implemented within 12 months.

Highlights of the plan include:

- Elimination of the Continental Army Command (CONARC), the Combat Developments Command (CDC) and the Third United States Army;
- Creation of the Forces Command (FORSCOM), a single field headquarters to supervise the unit training and combat readiness of all Army units to include the Army Reserve and the Army National Guard;
- Creation of the Training and Doctrine Command (TRADOC), a single field headquarters to direct all Army individual training and education, and the development of organizations, materiel requirements and doctrine;
- Consolidation of the Munitions Command and the Weapons Command into an Armaments Command;
- Consolidation of the major headquarters elements of the Electronics Command;
- Consolidation and realignment of the Army depot system;

REORGANIZATION ANNOUNCEMENT—Secretary of the Army Robert F. Froehlke and Army Chief of Staff General Creighton W. Abrams discuss the Army's sweeping reorganization plan with newsmen at a January 11 Pentagon news conference. (Official DoD Photo)

- Elimination of major administrative levels between all major Army posts and the Department of the Army;
- Increased responsibility, authority and flexibility for installation commanders;
- Establishment of a major active Army organizational framework, organized solely to improve reserve component readiness;
- Improving the quality and administration of the ROTC program;
- Creation of a new command to provide improved delivery of Army health care in the United States;
- Improving responsiveness to individual needs and goals in handling personnel matters with the Army;
- Improving the weapons development and procurement processes by updating managerial practices and organizations in recognition of technological advances;
- Elimination of 813 personnel spaces from the Army staff in the Pentagon;
- Transfer of an additional 1,986 individuals from the Department of the Army headquarters staff to other commands or field operating agencies;
- A reduction in requirements of approximately 15,000 military and civilian personnel spaces.

Training and Doctrine Command

The TRADOC commander will be headquartered at Fort Monroe, Virginia, previously the home of CONARC. He will concentrate on training and educating the individual soldier and officer and developing new organizational and doctrinal concepts to meet the demands of

(Continued on Page 4)

COMMANDERS DIGEST

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Thinking Behind the Army's Reorganization

By ROBERT F. FROEHLKE,
Secretary of the Army

What is the philosophy behind this reorganization? Why are we making these changes at this particular time?

First, let me say that a major reorganization such as this is not a panacea for all ills and must be undertaken only with some very good reasons. From a practical standpoint, the one-time cost inherent in any large reorganization is an automatic bar in these days of increasing budgetary austerity, unless the changes are genuinely needed and they portend long-term dollar and manpower savings—as well as greater efficiency. Let me assure you that we are not making changes simply for change's sake. We are seeking efficiency primarily, but we will also attain some dollar and manpower savings.

Overriding all of our considerations was the question of how could we get a better Army. With that in the forefront, I would say that our reorganizational philosophy developed from two main factors: first, the need and our desire to obtain more effectual national security, while accepting a reduced budget and reduced manpower; and second, necessity and pressures for changes within the Army, as visualized and articulated by the Congress, the Office of the Secretary of Defense (OSD) and members of the Army itself.

I think the pressures were relatively obvious:

- There is and has been considerable pressure on all fronts to reduce overhead —to be sure, our logistical and administrative tail is not too big for our combat teeth, the so-called "teeth-to-tail" ratio. This pressure is not only to streamline our support forces, but also to retain only those intermediate echelons of command and supervision which are essential to a modern-day and future Army.
- A second pressure resulted from the increase in people costs. Not only does the Army have fewer people, but they cost more. They cannot be wasted.
- A third pressure was the decision to place much greater reliance on our Reserve components. To do so, the combat readiness of the Reserves and National Guard must be substantially improved.
- Next, both the Congress and OSD have made it clear that the Services must improve the process for developing, testing and acquiring new items of equipment and materiel. That pressure includes the need to establish an agency, independent of those developing new weapons or equipment, which can conduct timely, effective operational tests and evaluations.

Those pressures made it clear that we should at least consider whether our current organization was adequate. And, as I said earlier, there were also some strong drives from within the Army which suggested reorganization.

Many of those internal drives overlapped with the pressures I have just mentioned, but some were different and deserve mention:

- First, we recognized we must improve our readiness and particularly improve our Reserve Components. Our smaller Army of the 1970s depends on the Reserves for responsive support in any scenario one can envision. In addition, as more than 60 percent of our officers come from the Reserve Officers Training Corps (ROTC), the reorganization had to be geared to ensure the best possible product from our campuses.
- Second, as a by-product of the need to make the most of every man in the Army, we felt that we could and must improve individual training and schooling.
- We felt that we must guarantee the full combat readiness of our division forces. A small Army has got to be a good Army.
- We felt that we were missing the boat by having an inadequate tie-in between training and doctrinal development. For example, the wealth of experience found in our school faculties and student bodies, the experience so necessary for the development of effective doctrine, was not being adequately tapped by our developers of doctrine.
- The All-Volunteer Army objective, as well as long-deferred obligations to our soldiers, made it necessary that we do everything possible for soldier morale and unit esprit. We felt that major improvements were required in such basics as health care and personnel management.
- Finally, although we have been moving in the direction of decentralizing our operations and permitting our installation commanders to have both sufficient resources to accomplish their missions *and the authority* to use those resources as they see fit, we felt that a reorganization was necessary to make sure that good management by the installation commander would not be weakened later by unnecessary supervision.

So, putting those drives and pressures together, we came up with the guidelines on which the new organization is based. They are relatively simple. The reorganization must:

- Ensure the highest possible degree of combat readiness for our active Army, Army Reserve, and Army National Guard forces, and, if necessary, make drastic changes—if they will help the Reserve components.
- Ensure the optimum in individual training and schooling so that each man will know what he has to know with respect to tactics, techniques and skills.
- Build-in an effective method of defining new equipment and weapons requirements, and efficient processes in acquiring new systems.
- Ensure that only absolutely essential layers of management—or if you prefer, headquarters—remain, and that the functions of those headquarters be restricted to what headquarters are supposed to do; that is, establish policy, make plans, and supervise execution. Headquarters should not do jobs that are supposed to be done in the field. In other words, assure maximum decentralization.
- Finally, do all this within anticipated budgetary and manpower constraints.

Let me once again caution: I am not one who thinks an organizational change is the panacea to any major problem. Organizations can create problems —people solve them. However, organizations can make it easier for people to identify and then solve problems. I think this new organization is an improvement and does give the Army a more efficient and less expensive modus operandi. The key to good management, however, remains good people.

modern warfare. The reorganization will provide for more intensive management of individual training. Further, it will permit the command and its schools to play a major role in providing assistance for the training of FORSCOM's deployable units and the training of Reserve Component units—disseminating workable training ideas throughout the total Army force so as to maintain and upgrade skills of soldiers within units.

In addition to assuming command of individual training and Army schools at 22 major installations, TRADOC will absorb the combat development functions formerly belonging to CDC and CONARC. Some of the 19 previously separate branch-oriented CDC agencies, presently co-located with the associated branch schools, will be merged with the schools. Both combat developments and training will benefit from harnessing the wealth of experience found in the schools' faculties and student bodies, by the organization charged with distilling the experience into new doctrine, organizational and materiel requirements.

To further join combat developments to training, other existing CDC agencies and activities will be consolidated into three functional combat development centers, co-located with key Army educational institutions. They are: the Combined Arms Center at Fort Leavenworth, Kansas; the Administration Center at Fort Benjamin Harrison, Indiana; and the Logistics Center at Fort Lee, Virginia.

TRADOC also will manage the ROTC program—source of 65 percent of the Army's new officers—through a dedicated structure of four newly established ROTC regional activities at Fort Bragg, North Carolina; Fort Riley, Kansas; Fort Knox, Kentucky; and Fort Lewis, Washington.

The reorganization of ROTC management enhances the capability to supervise and assist professors of military science on the Nation's campuses by reducing the various spans - of - control, improving responsiveness, and providing continuity between on-campus and off-campus (ROTC summer camp) training activities.

When fully constituted, the TRADOC organization will include about 180,000 military and 40,000 civilian personnel.

Forces Command

FORSCOM will move into Third Army facilities at Fort McPherson, Georgia. The FORSCOM commander will be responsible for combat readiness of all active Army, Army National Guard and Army Reserve forces, such as brigades, divisions and corps, in the United States and Puerto Rico.

A major contribution of the reorganization to improved force readiness is the ability of the senior commander to concentrate his attention on one mission—combat readiness.

The new structure eliminates one management layer between the Department of the Army headquarters and the major tactical units by removing the Continental Armies from the chain of command in the active Army forces and from installation management. That, in turn, permits the Continental Army headquarters to concentrate its attention on the readiness and training of Reserve forces.

With the reduction in the scope of their missions, the Continental Army commanders will also employ considerably smaller staffs.

First Army Headquarters, covering generally the geographic areas presently assigned to First and Third Armies, will remain at Fort Meade, Maryland. Fifth Army Headquarters will continue to be located at Fort Sam Houston, Texas, and the Headquarters of Sixth Army will remain at the Presidio of San Francisco, California.

Continental Army commanders will have the support of nine small Army Readiness Region Headquarters of about 30 people each, to serve as coordination points for Army Reserve and Army National Guard readiness, training and support. Within the Readiness Region, Readiness Groups—consisting of branch, maintenance, administrative teams and other specialists—will assist Reserve units. Most battalion-level advisors will be withdrawn from current single-unit dedicated status and placed into the Readiness Groups to capitalize on branch and functional expertise. Geographically isolated units will retain single-unit advisors.

FORSCOM will number some 225,000 active Army personnel and 660,000 personnel in Reserve component units.

Army Materiel Command

The key action involving the Army support structure is the organizational realignment of the Army Materiel Command (AMC). That action will improve the organizations on which the Army depends for the design, development, procurement, distribution and support of its combat and support materiel.

Actions within that overall reorganization include the consolidation of the Munitions Command and the Weapons Command into a single command—the Armaments Command at Rock Island, Illinois. The action will effectively merge the currently splintered "guns and bullets" responsibilities within AMC and increase the use of available resources.

Another project within the overall AMC reorganization is the consolidation of elements of the Electronics Command Headquarters located at Philadelphia, Pennsylvania, with the bulk of the Headquarters located at Fort Monmouth, New Jersey. The consolidation will eliminate the present geographical dispersion of major Electronics Command organizations, improve necessary day-to-day coordination and management efficiency, and provide manpower savings.

The Mobility Equipment Command at St. Louis, Missouri, will be converted into the Troop Support Command and dedicated to improving the personal equipment and environment of the individual soldier. Initially, Natick Laboratories and other personnel equipment-related activities will be assigned to that command. Later, responsibilities for materiel handling equipment, construction equipment, and industrial engineering equipment will be transferred to the Tank/Automotive Command at Detroit, Michigan.

A realignment of the Army depot system, reflecting managerial improvements and reduction in workload, will be accomplished. Those actions will result in a change in mission and a force reduction of the Atlanta Army Depot, Atlanta, Georgia, and a reduction in the level of activity at the Umatilla Army Depot, Oregon.

Other Major Actions

In the area of health care, a U.S. Army Health Services Command will be established at Fort Sam Houston, Texas, to provide a single manager for Army medical activities in the United States. The new command will perform medical supervisory functions consolidated from a wide variety of sources, including the Office of the Army Surgeon General in

Washintgon and the Headquarters of CONARC and the First, Third, Fifth and Sixth Armies.

Concurrently, all Medical Service schools and the Medical Training Center will merge into an Academy of Health Sciences, under the Health Services Command.

The ABM Treaty and 1972 Congressional actions, limiting the SAFEGUARD program to one site, require a consolidation of some activities and reduction in overall personnel strength to support the site now under construction in North Dakota and on-going research and development production and testing, accordingly:

- The merger in place, with concurrent reduction in strength, of the U.S. Army SAFEGUARD Systems Command and the SAFEGUARD Logistics Command at Redstone Arsenal, Huntsville, Alabama;
- The disestablishment of the SAFEGUARD Central Training Facility at Fort Bliss, Texas; and
- A reduction-in-force of: the U.S. Army Engineer Division, Huntsville, Alabama, and Malmstrom, Montana; the U.S. Army SAFEGUARD Communication Agency, Fort Huachuca, Arizona; and the U.S. Army SAFEGUARD Evaluation Agency, White Sands Missile Range, New Mexico.

Another action within the reorganization is the accomplishment of a long-sought Army objective to establish a one stop personnel center for its officer and enlisted personnel. Establishment of the Military Personnel Center at Alexandria, Virginia, combines personnel assignment career planning, counseling, automated accounting and other personnel-related functions currently fragmented throughout the national capital region.

Other Changes Include:

- Relocation of Recruiting Command Headquarters from Hampton, Virginia, to the more geographically favorable, mission-suited location at Fort Sheridan, Illinois.
- Assumption of the responsibility for installation communications-electronic support throughout the Continental United States by the Strategic Communications Command.
- Continuance of the reorganization of the Army Intelligence Command with a further manpower reduction and moving the Intelligence Command headquarters from Fort Holabird, Maryland, to Fort Meade, Maryland.
- Reorganization of the U.S. Army Criminal Investigation Command to eliminate intermediate headquarters and consolidate field agencies.
- Reduction in size of the U.S. Army Chemical Corps and eventual merger with the U.S. Army Ordnance Corps, and disestablishment of the U.S. Army Chemical School at Fort McClellan, Alabama.
- Expansion of the Strategic Tactical Analysis Group in Bethesda, Maryland, into a Concepts Analysis Agency so as to provide the Department of the Army with a capability to analyze and study requirements and alternatives for new materiel systems and new force designs and operational concepts. The agency will complement the recently activated Operational Test and Evaluation Agency established at Fort Belvoir, Virginia, designed to provide independent analysis on operational tests and improve procurement and force management.
- Relocation of the U.S. Military Academy Prep School from Fort Belvoir, Virginia, to Fort Meade, Maryland.

Assistance to Affected Employees

Civilian employees affected by the reorganization will be afforded entitled benefits under the Department of Defense Stability of Employment Program, the Civil Service Commission Displaced Employee Program and the Reemployment Priority List. The employees will be given priority consideration for vacancies occurring where they are now employed.

Travel and transportation expenses will be allowed for career employees who must be relocated to other geographical areas. The local offices of the Civil Service Commission, State Employment Service offices and business firms will be solicited for assistance in locating employment for those needing such assistance.

A Personnel Coordination Center—consisting of representatives of the Office of Personnel Operations, Director of Civilian Personnel, and the U.S. Army Personnel Information Systems Command—has been established to monitor all military and civilian personnel actions associated with the reorganization. Goals of the center are to: provide personal consideration to affected personnel and their families; achieve minimum movement of personnel within and between commands; and serve as a DA headquarters coordination activity to ensure a smooth transition to the new Continental U.S. Army structure.

Geared to Future Challenges

Policy Facts About Army Reorganization

The United States Army has begun its most sweeping reorganization since 1962. The fundamental purposes of the action are to strengthen the Army by making it more efficient and to gear it more precisely to the challenges of the future.

The changes primarily involve the Army's elements within the Continental United States (CONUS) which are responsible for the readiness of deployable units; the operation of the training establishment; the development of concepts, techniques and materiel for land combat; and logistic support.

Although the changes will represent a potential annual saving of about $190 million, they are primarily focused on the most efficient use of people, dollars and facilities to do the best job possible in the future with less funds. The reorganization should be completed by the end of 1973.

The 1962 Army reorganization established three major commands within the CONUS to handle most of the Army's business: the Continental Army Command (CONARC); the Combat Developments Command (CDC), and the Army Materiel Command (AMC).

For more than a decade, CONARC has provided the Army with a headquarters to direct the bulk of Army training and to monitor combat readiness in

the United States. As the prime operator of the Army's training base, CONARC proved its worth as it met the tremendously expanded requirements for the war in Vietnam.

During the same period, the CDC did its full share to keep the Army prepared, not only preparing for current contingencies, but also working to effectively assay the needs of the future and ensure that the Army would be ready.

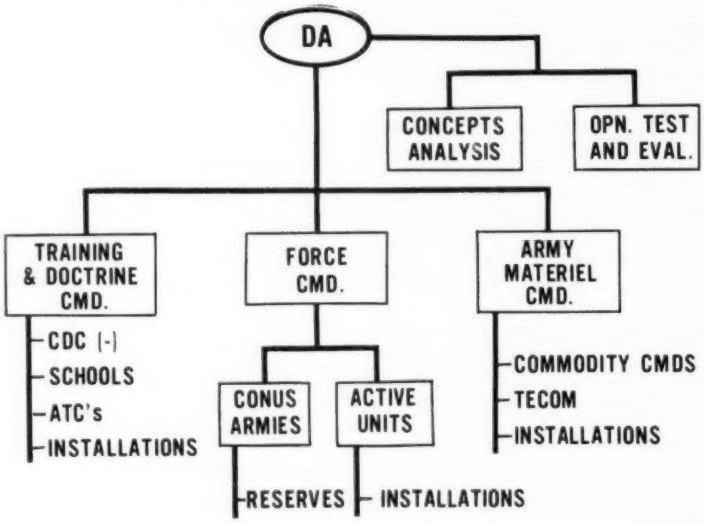
Similarly, AMC performed in an outstanding manner, especially in handling its share—the lion's share—of the logistic support for the war in Vietnam.

However, some problems have developed, and organizational and managerial situations have changed over the past ten years. For example, the current organization proved to be excellent to support the war in Vietnam, but the fact that the entire Army was forced to concentrate almost entirely on supporting the war tended to throw the organization out of kilter, as far as its normal peacetime war-deterrent role was concerned. In addition, new pressures for change developed from the Congress, the Department of Defense, and particularly, from suggestions within the Army itself. Finally, actual lessons learned in conducting and supporting the Vietnam war pointed the way to some organization improvements.

The pressures for reorganization from all of the above sources included:

- The need to continue efforts to reduce overhead and marginally necessary layers of management;
- The increase in people costs;
- The need to place much greater reliance on the Reserve components;
- The need to improve the process of developing, testing and acquiring new items of equipment, weapons and other materiel;
- The need—with a greatly reduced Army—to ensure: (1) combat readiness of all division forces, and (2) optimum effective individual training and schooling;
- The need to take better advantage of the experience of Army school faculty members and students in the development of doctrine and force development;
- The continuing requirement, emphasized by the All-Volunteer Force anticipated in the near future, to ensure that the organization of the Army contributes effectively to soldier morale and unit esprit, particularly in such matters as personnel management and health care;

CONCEPT OF ORGANIZATION



- The need to take increasing cognizance of the importance of the more than 60 percent annual ROTC input to the Army Officer Corps; and
- Last, but far from least, the need to recognize structurally the increasing requirement for decentralization and the resultant overriding importance of the installation commander in efficiently accomplishing the Army's missions.

Combining all those pressures, needs, and requirements, it became obvious, in early 1972, that a reorganization should at least be studied. As a result, a board, under Major General James G. Kalergis, was established, as announced in April 1972, to consider the matter. The reorganization is the result, primarily, of that board's efforts.

Meeting The Needs

Basically, the reorganization redistributes responsibilities, rationalizes existing missions, and concentrates on the more efficient production of the basic outputs of the CONUS base; i.e., trained men and units, effective weapons and equipment, and modern techniques and organizations for employment.

In combination, all carefully fitted elements of the reorganization will:

- Provide combat-ready forces, both active and Reserve component;
- Provide better training in tactics, techniques and skills;
- Better define new equipment requirements and the processes used in acquiring new systems;
- Operate with austere but effective logistics support organization; and
- Enhance the career attractiveness of the U.S. land combat force.

Forces Command

The increased reliance on the Reserve components, the end of the draft, and the decreasing size of the active Army have made it increasingly apparent that a headquarters devoted solely to the training and readiness of operational combat and support forces in the United States was needed.

Under the former structure, CONARC was concerned not only with combat readiness, but also with the myriad requirements of service schools, individual and advanced training, ROTC and other missions that tended to distract from the all-important role of combat readiness.

FORSCOM's mission is straightforward—combat readiness.

FORSCOM will be in command of all operational divisions and Strategic Army Forces (STRAF) units in the Continental United States. The FORSCOM commander will also command all Army Reserve units and be responsible for the readiness of the Army National Guard. FORSCOM will have about 225,000 active Army and 660,000 soldiers in Re-

serve units. Troops under FORSCOM will represent about 60 percent of the total Army strength. The command will also employ 37,000 civilians. FORSCOM Headquarters at Fort McPherson, Georgia, will be formed from the nucleus of the disestablished Third U.S. Army.

Reserve Readiness

Although active installations under FORSCOM will report directly to FORSCOM Headquarters, the FORSCOM commander will use three Continental U.S. Army (CONUSA) Headquarters—First U.S. Army at Fort Meade, Maryland, Fifth U.S. Army at Fort Sam Houston, Texas, and Sixth U.S. Army at the Presidio of San Francisco, California—to help him command and supervise the Reserve components. Those Army Headquarters will command the Army Reserve units assigned to their control and supervise the training and readiness of the Army National Guard in their areas.

Since the mission has been tightened for the CONUSAs, the size of the headquarters have been reduced considerably. Through the reduction in the size of the CONUSAs, personnel resources will be freed for use in establishing nine Army Readiness Regions (ARRs) to serve as extensions of the CONUSAs and to provide dynamic, on-the-spot assistance to the Reserve components.

The ARRs are small, active Army elements with functional specialist and branch assistance teams and selected unit advisors. Most battalion-level advisors are being withdrawn from single Reserve unit dedication and placed into support teams to capitalize on their branch and functional expertise.

There will be few major structural changes in the Reserves, but several training brigades of Army Reserve training divisions will be converted to maneuver training commands to increase the current Maneuver Area Commanders' capability to help units in the planning and execution of command post exercises, field training exercises and Army training tests.

Commanding For Readiness

In summary, the management of Army readiness has been improved by:

- Dedicating a single command to its readiness function for active and Reserve components;
- Removing a command element between the Department of the Army and the major active Army forces; and
- Dedicating the CONUSAs and their regional extensions to the readiness of the Reserve components.

Where It All Begins

The new Training and Doctrine Command (TRADOC), to be headquartered at Fort Monroe, Virginia, will manage all individual schooling and training, the development of combat organizations and better ways to use them, and the Army ROTC program.

TRADOC will have a strength of about 180,000 military personnel—22 percent of the active force. The new command will employ 49,000 civilians.

TRADOC will merge the previously separated CDC agencies with the service schools. This removes the organizational barrier between the experience found in service school faculties and student bodies and the organization charged with distilling that experience into new combat development products such as doctrinal literature, tables of organization and equipment (TOEs) and equipment requirements.

As a result, military education will be improved and the opportunity for fresh input to the combat development process will increase. With basic and individual training and the service schools all under the same command as the combat development process, a closed loop between teaching and doctrinal development will emerge.

The service schools will be responsible for the analysis and development of the basic organizational building blocks of the Army—the tables of organization and equipment—through brigade levels. They will produce field manuals and publications, and develop and examine proposals for new equipment and support requirements.

Functional Centers

To provide mid-management assistance to the TRADOC Commander in coordinating the combat developments effort, three new functional centers will be created. Those functional centers will be Army-wide focal points for the design and development of doctrine, organization, materiel requirements and functional systems. They will use the building blocks developed by the schools and develop organizational and support concepts through corps levels.

The Combined Arms Center will be located at Fort Leavenworth, Kansas, the Logistics Center at Fort Lee, Virginia, and the Administration and Personnel Center at Fort Benjamin Harrison, Indiana.

Those centers will be charged with the responsibility for curriculm and instructional consistency of the schools in

FORSCOM MISSION

- COMMAND STRAF FORCES AND DEPLOYABLE USAR UNITS IN CONUS
- DIRECTION AND SUPERVISION OF ARMY NATIONAL GUARD TRAINING
- ARMY COMPONENT COMMANDER OF U.S. READINESS COMMAND
- COMMANDS FORCES ORIENTED INSTALLATIONS
- CONUS LAND DEFENSE AND SURVIVAL MEASURES

their functional areas and insure early integration of doctrine into service school instruction.

Managing ROTC

As a change to the current system, TRADOC will manage the Army ROTC program through four regional activities, each commanded by a brigadier general. The ROTC regional activities will be located at the sites of the ROTC summer camps: Fort Bragg, North Carolina; Fort Riley, Kansas; Fort Knox, Kentucky; and Fort Lewis, Washington. In recognition of the ROTC as the source of 65 percent of its second lieutenants, the Army has placed great emphasis on insuring the continuation of a viable training program.

Those regional activities, responsible for ROTC units in their geographical areas, will reduce the span of control over detachments, now seriously overextended. The 291 Senior and 623 Junior ROTC units will be grouped so that no more than 15 detachments will be under the supervision of one officer.

The regional activities will also allow more frequent visits to campuses where ROTC is conducted, improving the management of ROTC during the academic year as well as during summer training periods.

Improved Combat Training

In summary, the management of individual training and combat developments will be improved by:

- Combining the responsibility for the production of creative combat development outputs with the training and education functions of the service schools whose instructors and students teach, learn and maintain a continuous enriching dialogue about organization, techniques of employment and materiel requirements, and.
- Providing dedicated management of Reserve Officer Training Corps.

Installation Commanders

Because of the creation of FORSCOM and TRADOC, the role of the installation commander has been increased in importance. In both of the new major commands, the installation commander will have a direct line to the major command without intervening headquarters layers.

In the new organizational concept, the installation commander has both training and readiness responsibilities to both FORSCOM and TRADOC for units of those headquarters assigned to his post. In carrying out those responsibilities, he optimizes the resources provided by both commands. Assignment as either a FORSCOM or TRADOC post is governed by the size of the largest activity on the post.

In addition, the new organizational changes recognize the prominence of the installation commanders in area support activity on a geographical basis. Thus, area boundaries based on population density, or state or regional boundaries, have been drawn to give the installation commanders increased area support functions for Reserve component, ROTC, public information or other functions in their areas.

Installation commanders also will benefit from other aspects of the current reorganization not involving FORSCOM or TRADOC. For example, the reorganization of club management at DA will allow installation commanders to call on a DA agency specializing in that function for technical assistance, while still retaining command of the clubs and messes on their posts.

The end result is that the installation commander becomes the dominant figure in the accomplishment of FORSCOM and TRADOC missions, and will be the central figure in the accomplishment of Army policies on a geographical area basis.

TRADOC TRAINING & DOCTRINE CMD.

- COMMANDER FOCUSES ON MANAGEMENT OF TRAINING BASE AND ACCOMPLISHMENT OF COMBAT DEVELOPMENTS

MISSION...

- COMMANDS
  - ARMY TRAINING CENTERS
  - SERVICE SCHOOLS
  - COMBAT DEVELOPMENT FUNCTIONAL CENTERS
  - TRAINING ORIENTED INSTALLATIONS SUPPORTING UNITS AND AGENCIES
- INTEGRATES FUNCTIONAL CENTERS
- PROVIDES AREA SUPPORT
- PROVIDES DIRECTION FOR TRAINING AND EDUCATION PROGRAMS
- MANAGES ROTC PROGRAM

AMC Changes

The Army Materiel Command—AMC—will continue as the Army's major command concerned with the design, development, procurement, distribution and support of modern, reliable combat and support materiel for U.S. forces.

The organizational changes within AMC will improve its capability to do this. Combined with workload reductions, the changes will result in substantial savings over the next few years.

The Armaments Command at Rock Island, Illinois, will pull together activities now widely dispersed at Rock Island; Dover, New Jersey; Joliet, Illinois; Edgewood, Maryland; and Aberdeen, Maryland, into one command. The action will consolidate the Munitions Command and the Weapons Command—the guns and bullets people.

The consolidation, at Fort Monmouth, New Jersey, of the splintered Electronics Command, presently headquartered at both Philadelphia and Fort Monmouth, will clear up the management problems caused by the present geographical separation of several large and important functions, such as procurement and

supply management, from other important materiel management functions of the command.

The conversion of the Mobility Equipment Command into the Troop Support Command at St. Louis, Missouri, will consolidate responsibilities now fragmented among several AMC field organizations.

The Army Depot System will be realigned to reflect managerial improvements and reduction of the workload. Overhead and support functions at the depots will be consolidated, and specialization and concentration of depot maintenance and supply assignments will occur. Those actions will result in a change in mission and a force reduction of the Atlanta Army Depot, Atlanta, Georgia, and a reduction in the level of activity at the Umatilla Army Depot, Oregon.

DA Changes

The reorganization affects DA headquarters as well as its major commands in the Continental United States.

Most importantly, DA will reduce its involvement in the day-to-day operations of the major commands and restrict itself to its primary function.

More than 800 spaces will be eliminated from the Army Staff in the Pentagon, and an additional 1,968 individuals will be transferred from the headquarters to major operating commands or field operating agencies.

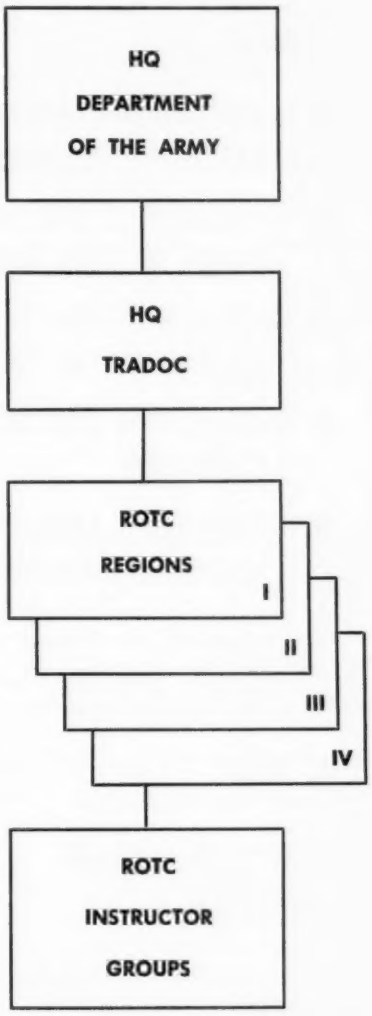
The reduction of operational involvement will improve the capability of DA to plan, to keep all commands pulled together, to make decisions on priorities and resource allocation, to establish controls for tasking commands, and to provide resources.

To assist DA in its decision-making capability, a small Concepts Analysis Agency (CAA) and an Operational Test and Evaluation Agency (OTEA) will report directly to DA.

The Concepts Analysis Agency will provide DA with a capability for evaluating requirements and alternatives for new systems, new force designs, materiel and operations concepts. The agency will be formed using some of the analytical resources of force-design agencies located in the Washington area; little physical movement is required.

Complementing the Concepts Analysis Agency will be the recently activated Operational Test and Evalution Agency

ROTC ORGANIZATION



at Fort Belvoir, Virginia. It is designed to provide independent analysis of operational tests of both new materiel/weapons and organizational concepts and improve procurement and force management.

Both agencies explicitly recognize the need for top management involvement in conceptual force design and determination of requirements for major weapons systems.

In combination, the two agencies will provide DA with the capability to assess the procurement, force management and materiel systems recommended by subordinate commands.

Improved Health Care

In the area of health care, medical supervisory functions will be consolidated from the Office of the CONARC Surgeon General and the CONUSA into a U.S. Army Health Services Command at Fort Sam Houston, Texas, and will provide a single manager for Army medical activities in the United States.

At the same time, all medical service schools and the Medical Training Center will merge into an Academy of Health Sciences under the Health Service Command.

The Health Services Command will be organized to command and supervise 45 MEDDACs—Medical Area Commands—through six regional coordinators. The MEDDACs will, in most cases, be the same as installation hospitals.

Through the managerial lines designed to improve medical care, soldiers and their dependents will receive more intensive assistance and care of their health problems.

Personnel Center

The operational functions of Deputy Chief of Staff for Personnel (DCS-PER), DA will be reduced by the establishment of the Military Personnel Center in Alexandria, Virginia. The center will combine personnel assignment, career planning, counseling and personnel-related functions into a one-stop center for officer and enlisted personnel.

The consolidation will centralize operations that have previously been carried out at several different sites. When a soldier wants to see his records or discuss his future, he will now have to query one location only. In addition, it allows better use of automatic data processing equipment in handling personnel operations.

ABM Program Realigned

The ABM Treaty and 1972 Congressional actions, limiting the SAFEGUARD program to only one site, require a consolidation of some activities and reduction in overall personnel strength to support the site now under construction in North Dakota and on-going research and development, production and testing.

The following significant actions will occur:

- The merger and reduction in strength of the U.S. Army SAFEGUARD System

Command and the SAFEGUARD Logistics Command, both now located at Huntsville, Alabama;

- The disestablishment of the SAFEGUARD Central Training Facility at Fort Bliss, Texas; and
- A reduction in force of the U.S. Army Enginer Division, Huntsville, Alabama, and Malmstrom, Montana; U.S. Army SAFEGUARD Communication Agency, Fort Huachuca, Arizona; and U.S. Army SAFEGUARD System Evaluation Agency, White Sands Missile Range, New Mexico.

Additional Changes

In the spirit of modernizing, reorienting and streamlining the Army's organization and management structure within the United States, several other changes will take place during the coming year. They include:

- Recruiting Command Headquarters will move from Hampton, Virginia, to a more geographically favorable location at Fort Sheridan, Illinois;
- Strategic Communications Command will be assigned the responsibility to coordinate all continental Army communications, including installation communications;
- The U.S. Army Criminal Investigation Command will be reorganized to eliminate headquarters and consolidate field agencies;
- The U.S. Army Intelligence Command will continue its reorganization with a further manpower reduction, along with a previously announced move from Fort Holabird, Maryland, to Fort Meade, Maryland;
- Commissary operations will be improved through new management techniques developed by the Troop Support Agency at Fort Lee, Virginia; and
- Reduction in size of the U.S. Army Chemical Corps and eventual merger with the U.S. Army Ordnance Corps and disestablishment of the U.S. Army Chemical School at Fort McClellan, Alabama.

Impact On Civilians

To the largest extent possible, new headquarters and organizations will be formed at the sites of those being disestablished. Increases or decreases involving military personnel will for the most part be accomplished by normal permanent change of station procedures.

Civilian employees affected by the reorganization will be afforded their entitled benefits under the Department of Defense Stability of Employment Program, Civil Service Commission Displaced Employee Program and Reemployment Priority List. They will be given priority consideration for vacancies occurring where they are now employed.

INSTALLATIONS

- INSTALLATION COMMANDER IS DOMINANT FIGURE IN EXECUTING MISSIONS ASSIGNED BY DA
- DA ACTIVITIES WILL SUPPORT THE COMMANDER IN AREAS OF CLUB, MESS, COMMISSARY, ETC.
- MULTI-FUNCTIONAL INSTALLATIONS WILL BE COMMANDED BY THE DOMINANT ELEMENT
- INSTALLATION CONTROLS RESOURCES OF BOTH COMMANDS
- PERSONNEL & LOGISTICS SYSTEMS WILL BE MORE RESPONSIVE AND EFFICIENT

THE ROLE OF DA

- INVOLVEMENT IN OPERATIONS WITHIN DOMAIN OF MAJOR COMMANDS WILL DIMINISH
- DA WILL...
  - PLAN/INTEGRATE BROAD PROGRAMS
  - DEVELOP POLICY
  - ARRANGE PRIORITIES
  - ALLOCATE RESOURCES
- PULL TOGETHER ACTIVITIES OF TRADOC ... FORSCOM ... AND AMC
- INSURE CONTROLS FOR TASKING NEW MISSIONS
- PROVISION FOR DISCIPLINED ASSOCIATION OF RESOURCES WITH NEW MISSION

CONUS ARMIES
(AFTER REORGANIZATION)

Travel and transportation expenses will be allowed for career employees who must be relocated to other geographical areas. The local offices of the Civil Service Commission, State Employment Service offices and business firms will be solicited for assistance in finding employment for those needing such assistance.

A Personnel Coordinating Center has been established to monitor all military and civilian personnel actions associated with the CONUS reorganization. It will consist of representatives of the Office of Personnel Operations (Enlisted Personnel Directorate and Officer Personnel Directorate), Director of Civilian Personnel, Office of the Deputy Chief of Staff for Personnel and the U.S. Army Personnel Information System Command. The center will provide the utmost in personal consideration to principals and their families, seek minimum movement within and between commands, and serve as a coordination activity to insure a smooth transition to the new CONUS Army structure.

Since the reorganization involves reductions at some locations, increases at others, and elimination of some organizations, there will be some personnel turbulence, particularly among civilian employees. This will be held to a minimum, and equitable readjustment of civilian jobs will be a major consideration.

The main goal is, however, to improve the overall efficiency of the Army's headquarters and command structure. Other than learning new acronyms for the new higher headquarters, most officers and enlisted men will not perceive any drastic, immediate changes in their day-to-day unit operations.

However, as the changes become fully effective, those same soldiers will find their work simplified, their time for training increased, and their professionalism enhanced by improved doctrine and operational procedures and better combat equipment. The end result will be a better Army with improved combat capabilities.

Impact of Army Reorganization, State by State

Alabama

Fort McClellan—Disestablish U.S. Army Chemical School.
Redstone Arsenal—SAFEGUARD Systems Command merged with SAFEGUARD Logistics Command.
Establish Readiness Group.

Arizona

Fort Huachuca—SAFEGUARD Communications Agency—Reduction-in-Force.

California

Fort MacArthur—Addition of Readiness Group.
Fort Ord/Hunter Liggett—Reduction of Combat Developments Experimentation Command Headquarters and reorganization of Experimentation Brigade.
Presidio of San Francisco—Reduction of Headquarters, Sixth U.S. Army. Addition of Army Readiness Region and Readiness Group.
Incorporation of Letterman General Hospital into Health Services Command.
Transfer of communications-electronics function to Strategic Communications Command.
Establish U.S. Army Club Management Region Office.
Sierra Army Depot—Reduction in scope of activity.

Colorado

Rocky Mountain Arsenal—Addition of Army Readiness Region and Readiness Group.
Ent Air Force Base—Reduction of scope of SAFEGUARD communications and requirements for SAFEGUARD-dedicated personnel at Headquarters, U.S. Army Air Defense Command.
Pueblo Army Depot—Reduction in scope of activity.

District of Columbia

Forrestal Building; Pentagon; Tempos A, B and C; Hoffman Building; and various other locations in National Capital Region and Military District of Washington—
Transfer of personnel to Administration Center.
Department of Army Staff realignments.
Staff support activity realignments.
Field Operating Agency realignments.
The Surgeon General reorganization.
Establish Concepts Analysis Agency and merge with Strategic Tactical Analysis Group.

Georgia

Fort McPherson—Inactivate Third U.S. Army Headquarters.
Activate Headquarters Forces Command.
Atlanta Army Depot—Mission change and force reduction.
Addition of Army Readiness Region and Readiness Group.

Illinois

Fort Sheridan—Addition of Headquarters, U.S. Army Recruiting Command.
Reorganize Headquarters, 45th Air Defense Artillery Brigade into Group.
Establish Army Readiness Region and Readiness Group.
Joliet Army Ammunition Plant—Disestablish Ammunition Procurement and Supply Agency.
Rock Island Arsenal—Establish new Armaments Command.
Savannah Army Depot—Reduction in scope of activity.

Indiana

Fort Benjamin Harrison—Establish the Training and Doctrine Administration Center.
Jefferson Proving Ground—Increase level of activity.

Kansas

Fort Leavenworth—Establish Combined Arms Center.
Fort Riley—Establish ROTC Regional Headquarters.
Establish Readiness Group.

Kentucky

Fort Knox—Establish ROTC Regional Headquarters.
Establish Army Readiness Region and Readiness Group.
Lexington-Blue Grass Army Depot—Increase level of activity.

Maryland

Aberdeen Proving Ground—Personnel element to Military Personnel Center.
Relocate element from Chemical School.
Bethesda—Establish Concepts Analysis Agency.
Fort Holabird—Reorganize and relocate U.S. Army Intelligence Command to Fort Meade.
Fort Meade—Reduction of Headquarters, First U.S. Army.
Relocate Chaplains Board to Fort Hamilton/Wadsworth.
Reorganize Criminal Investigation Command element.
Relocate U.S. Military Academy Prep School from Fort Belvoir.
Establish U.S. Army Claims Service.
Relocate 1st Squadron, 6th Armored Cavalry Regiment, to Fort Bliss.
Relocate U.S. Army Intelligence Command from Fort Holabird.
Reorganize Headquarters, 35th Air Defense Artillery Brigade to Group.
Establish Army Readiness Region and Readiness Group.

Massachusetts

Fort Devens—Addition of Army Readiness Region and Readiness Group.

Michigan

Detroit—Army Tank/Automotive Command—Transfer of materials handling equipment, industrial engines and construction equipment missions from Mobility Equipment Command at St. Louis by June 1975.
Selfridge Air Force Base (Detroit)—Establish Readiness Group.

Minnesota

Fort Snelling—Establish Readiness Group.

Missouri

St. Louis—Mobility Equipment Command converted to Troop Support Command with transfer of missions and materials handling equipment, industrial engines and construction equipment to Army Tank/Automotive Command.

Montana

Glasgow Air Force Base—SAFEGUARD reduction.
Malmstrom Air Force Base—SAFEGUARD reduction.

New Jersey

Fort Dix—Establish Army Readiness Region and Readiness Group.
Fort Monmouth—Relocate Headquarters Electronics Command from Philadelphia.
Picatinny Arsenal—Relocate Munitions Command to Rock Island Arsenal and redesignate as Armaments Command.

New Mexico

White Sands—SAFEGUARD reduction.

New York

Seneca Army Depot—Establish Readiness Group and reduced level of activity at the Depot.
Fort Hamilton/Wadsworth—Relocate Chaplains Board from Fort Meade.
Addition of Readiness Group.

North Carolina

Fort Bragg—Establish Readiness Group and ROTC Regional Headquarters.

North Dakota

Grand Forks—SAFEGUARD reduction.

Oklahoma

Fort Sill—Establish Readiness Group.

Oregon

Umatilla Army Depot—Reduce level of activity by end Fiscal Year 1974.

Pennsylvania

Indiantown Gap Military Reservation—Establish Readiness Group.
New Cumberland Army Depot—Relocate Logistics Dortrine, Systems and Readiness Agency to new Logistics Center at Fort Lee.
Philadelphia—Relocate Electronics Command element to Fort Monmouth and consolidate with Headquarters Electronics Command.
Oakdale—Establish Readiness Group.

Puerto Rico

Fort Buchanan—Establish Readiness Group.

South Carolina

Fort Jackson—Establish Readiness Group.

Texas

Fort Bliss—SAFEGUARD reduction.
Relocate 1st Squadron, 6th Armored Cavalry Regiment, from Fort Meade.
Fort Sam Houston—Reduce Headquarters, Fifth U.S. Army.
Establish Army Readiness Region and Readiness Group.
Establish Health Services Command.
Realign Criminal Investigations Command elements.
Establish U.S. Army Club Management Region Office.

Utah

Fort Douglas/Dugway Proving Ground—
Establish Readiness Group and transfer of Deseret Test Center command elements (now at Dugway) at Dugway Proving Ground.

Virginia

Alexandria/Arlington—(see District of Columbia)
Fort Belvoir—Disestablish Combat Developments Command.
Relocate U.S. Military Academy Prep School to Fort Meade.
Fort Lee—Establish Logistics Center.
Establish Readiness Group.
Fort Monroe—Establish Headquarters Training and Doctrine Command.
Disestablish Continental Army Command.
Hampton—Relocate U.S. Army Recruiting Command to Fort Sheridan.

Washington

Fort Lewis—Establish Readiness Group.
Establish ROTC Regional Headquarters.

Wisconsin

Camp McCoy—Establish Readiness Group.

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